

Personnel Procurement

Instructional Guide for Battalion Leadership Teams and Guidance Counselors
on the Partnership for Youth Success Program

For the Commander:

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History. This UPDATE publishes a new USAREC Pam 601-33.

Summary. This pamphlet provides guidance to battalion leadership teams and Army guidance counselors on the implementation of the Partnership for Youth Success Program. It includes

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Chapter 1

Introduction

1-1. Purpose

This pamphlet provides guidance to battalion leadership teams (BLTs), guidance counselors (GCs), and recruiters on the rules of engagement for marketing and managing the Partner-

ship for Youth Success (PaYS) Program. It is designed as a how-to pamphlet for securing local and regional PaYS partnerships, processing PaYS applicants, using PaYS as a recruiting tool, and supervising the PaYS process.

Applicability. This pamphlet is applicable to all elements of this command that are directly responsible for prospecting for potential companies for youth success partnerships or processing applicants for enlistment in the Army.

Proponent and exception authority. The proponent for this pamphlet is the Director of Program Analysis and Evaluation. The proponent has the authority to approve exceptions to this pamphlet that are consistent with controlling law

ship for Youth Success (PaYS) Program. It is designed as a how-to pamphlet for securing local and regional PaYS partnerships, processing PaYS applicants, using PaYS as a recruiting tool, and supervising the PaYS process.

1-2. Related form

USAREC Form 1202 (Statement of Understanding - Partnership for Youth Success (PaYS)).

1-3. Explanation of abbreviations and terms

Abbreviations and special terms used in this pamphlet are explained in the glossary.

1-4. General

a. The PaYS Program provides America's youths with an opportunity to serve their country while they prepare for their future. Soldiers learn technical skills required by the civilian sector along with work ethic, teamwork, communication, and leadership during an enlistment in the Army or initial entry training (IET) for the United States Army Reserve (USAR). Regular Army soldiers transition to the PaYS partner, selected at the time of enlistment, after completing their active duty tour. Soldiers in the USAR transition to the PaYS partner after completion of IET.

b. PaYS is a strategic program that BLTs can leverage to their advantage. The opportunity to connect the Army with high-profile employers in the recruiting battalion (Rctg Bn) area can open several avenues for recruiting. For example, a number of the participating PaYS partners have expressed a willingness to extend invitations to Army recruiters to coparticipate in job fairs. Other participants can leverage access to local high schools by simply indicating to school adminis-

trations that they like the quality of their Army veteran employees. This connection to corporate America and local government agencies is a critical part of reconnecting America with the Army. The PaYS Program also has long-term benefits. As we continue to monitor the success of the program and ensure veterans are getting jobs, we establish a strong base of Army veterans who will remember that the Army took care of them. These veterans will be the parents and centers of influence for future generations that will consider the Army as a great place to start.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQ USAREC (RCPAE-PaYS), Fort Knox, KY 40121-2726.

Distribution. Distribution of this pamphlet has been made in accordance with USAREC Pam 25-30, distribution A. This pamphlet is published in the Recruiting Station Operations UPDATE.

c. The Office of the PaYS Program Manager (PM), Headquarters, United States Army Recruiting Command, administers the PaYS program. The Office of the PaYS PM has two functional branches which include a Help Desk.

(1) The Marketing and Administration Branch is responsible for preparation of all PaYS correspondence, making PaYS presentations, and securing partnerships with Fortune 500 and 1000 companies and other businesses and agencies that have nationwide influence. The administration cell of this team prepares all Memorandums of Agreement (MOAs) between the Army and prospective PaYS partners. The PaYS Marketing Team is available to assist BLTs in making presentations to local and regional companies. Additionally, the PaYS Marketing Team is available to provide PaYS training to GCs and recruiters. You may contact the PaYS Marketing Team at (502) 626-1778 or 1-800-223-3735, extension 61778. For the status of an MOA contact the program administrator at (502) 626-0287.

(2) The Program Analysis Branch conducts information management and monitors the PaYS

Program and participants to ensure that all required processes are completed. Analysis includes tracking the execution of contracts and statements of understanding at Military Entrance Processing Stations, determining if participating partners are maintaining communication with PaYS soldiers, and monitoring the transition of PaYS soldiers to their selected partner company. Monitoring these processes is critical to the overall success of the program.

(3) The Help Desk is available to respond to requests for assistance on all matters pertaining to the PaYS Program. The Help Desk's telephone number is (502) 626-1222.

Chapter 2

Responsibilities of the BLT

2-1. Marketing and partnership referral process

a. Rctg Bns and their subordinate elements are responsible for prospecting and nominating local and regional companies and state and local government agencies for partnership in the PaYS Program. As a general rule, local and regional employers should have 500 or more employees. This quantity provides a company size that can reasonably forecast jobs 2 to 6 years into the future. Smaller companies will have greater difficulty in making such a forecast. Smaller companies will also have more difficulty in supporting their commitment to USAR annual training and mobilizations. On a case-by-case basis, Rctg Bn commanders may request approval of the PaYS PM to prospect for companies smaller than 500 employees.

b. The PaYS Marketing Team assigned to the PaYS PM is responsible for prospecting and securing partnerships with Fortune 500 and 1000 companies that have national and global job coverage. The PaYS Web site at www.armypays.com provides an up-to-date listing of established partnerships. This site is updated as soon as new partners are added. Check with the PaYS Help Desk for a list of companies being targeted by the PaYS Marketing Team. Companies in your Rctg Bn area may already be on the target list. Other companies may have declined to participate or were rejected by the command. Reasons for rejection may include issues with labor unions, company image not in keeping with the Army image, or the company only hires part-time employees. The PaYS Marketing Team also provides assistance to Rctg Bns in preparing presentations or actually making presentations. Contact the PaYS PM to request the presence of a PaYS marketing representative for local and regional presentations. As marketing assets are limited, the PaYS PM makes decisions to support onsite marketing on a case-by-case basis.

c. Rctg Bns make recommendations for PaYS partnerships to the PaYS PM by using the partnership referral form available on the PaYS Reports link listed on the United States Army Recruiting Command's (USAREC's) Intranet homepage. Rctg Bns are not expected to do

detailed research on a company's financial history, turnover rates, and employment history. The PaYS Marketing Team will complete detailed research before the company is recommended to the Commanding General (CG). However, the Rctg Bn should be aware of any adverse media coverage or negative reputation in the local area before including a company on a list of recommendations. As a minimum, the following information is required when submitting recommendations:

- (1) Name of company.
- (2) Type of company (service, manufacturing, retail, distribution, construction, etc.).
- (3) Size of company (number of employees locally and nationally).
- (4) Company history.
- (5) Reputation (any positive or negative press in local media).
- (6) Name, telephone number, and e-mail address of company point of contact.
- (7) Length of time company has been in business.

d. Upon receipt of Rctg Bn recommendations, the PaYS PM assigns a marketing analyst to complete the research on each company. The marketing analyst reviews the Rctg Bn's list and makes recommendations to the PaYS PM. The PaYS PM submits final recommendations to the CG USAREC for final approval. The PaYS marketing analyst will keep the BLT informed throughout this process. By selecting the PaYS Reports link from USAREC's Intranet homepage, Rctg Bns are able to view the status of local and regional referrals as well as the status of prospects with nationwide impact.

e. Once the CG approves the list of recommended PaYS partners, the PaYS PM will notify the BLT of the approved list. The CG's approval of the list constitutes permission to make presentations to the target companies or agencies. The PaYS Marketing Presentation is available for download off the PaYS Reports link from USAREC's Intranet homepage.

f. The PaYS Marketing Presentation is formatted according to the USAREC standard and is regularly updated. Rctg Bns may change backgrounds only if they are using formats approved by the recruiting brigade commander as the recruiting brigade standard. Illustrations may also be changed in order to tailor the presentation to a specific target audience. The briefing text is carefully worded to avoid any implication of job guarantee or contractual agreement. The PaYS PM must approve any changes in the text.

g. Local USAR units have a vested interest in working with BLTs in fostering positive relationships with PaYS partner companies. Having the opportunity for a job with a quality company upon completion of IET is a significant benefit to USAR units. USAR PaYS soldiers arrive at their unit qualified in a military occupational specialty (MOS) and have a full-time job with a local company should reduce attrition. Local USAR units are also valuable sources for iden-

tifying potential PaYS partners through the Recruiting Partnership Council meetings with the BLT.

2-2. MOAs

a. As part of the PaYS marketing presentation to prospective partners, Rctg Bns may include a draft copy of the PaYS MOA. The PaYS program administrator will prepare a draft MOA and provide a copy, via e-mail, upon request of the BLT. Although not a legal contract, the MOA is a legal document that must remain consistent in language from one partnership to another. The CG USAREC is the approval authority for changes in the MOA. When changes in the MOA are required, due to a unique partnership, the PaYS PM will obtain a legal review from the USAREC Staff Judge Advocate before submitting the changes to the CG. The current MOA has evolved through numerous, corporate partner legal reviews. The purpose of providing the draft, during the initial presentation, is to allow the prospect to review the terms of the agreement.

b. When a marketing presentation is complete, Rctg Bns will update the assigned PaYS marketing analyst on whether or not the prospect has expressed further interest. For those prospects that express interest in participating in the program, the Rctg Bn must provide the PaYS marketing analyst with a name and telephone number of the prospect's primary point of contact. The PaYS marketing analyst will contact the point of contact and take the lead in securing the agreement. The marketing analyst will obtain the name and title of the signature authority for the prospective partner as well as the name of the individuals authorized to load jobs into the PaYS database.

c. The PaYS program administrator will prepare two official copies of the MOA and send them to the prospective partner for signature. The appropriate authority for the prospective partner will sign both copies and return them to the PaYS PM who submits them to the USAREC Command Group for signature. The CG, Deputy Commanding General (DCG), Chief of Staff, or the PaYS PM will sign both copies of the MOA and return them to the PaYS Office. The PaYS program administrator will forward one copy of the signed MOA to the new PaYS partner and retain one copy on file.

d. Once the partner company signs the MOA, the PaYS Help Desk will issue user identifications (IDs) and passwords to the designated job submitters. The partner company may begin loading jobs into the PaYS database while the MOA is awaiting signature by the appropriate USAREC authority. The marketing analyst will review job descriptions and match selected MOSs with each job. The marketing analyst "activates" jobs when the MOS match is complete. Active jobs are visible to GCs while performing a job search using the Recruit Quota System (REQUEST).

e. This entire process is lengthy and BLTs may feel the process needs streamlining. How-

ever, the process is designed to protect all parties involved in the PaYS agreement and helps to prevent problems as PaYS soldiers begin their transition to civilian life.

2-3. Supervising senior guidance counselor procedures

a. BLTs are responsible for ensuring GCs follow the process outlined in chapter 3. As a minimum, BLTs and members of Rctg Bn inspection teams should check for appropriate PaYS documentation while doing random checks of Delayed Entry Program and Delayed Training Program residual packets.

b. Inspect residual packets of all PaYS Delayed Entry Program and Delayed Training Program members for the following:

(1) Recruiting Test Program 2 Code: PA (Regular Army get the record (RAGET)).

(2) PaYS Position ID #: XXX-X (RAGET or US Army Reserve get the record (USARGET)).

(3) USAREC Form 1202 (Statement of Understanding - Partnership for Youth Success (PaYS)), signed by the applicant and GC.

c. BLTs and selected members of the Rctg Bn staff are authorized user IDs and passwords to access the GC portion of the www.armypays.com Web site. This Web site is a valuable tool for BLTs to verify available jobs by state, MOS and year, or keyword. Contact the PaYS Help Desk for a user ID and password.

2-4. Advertising and public affairs

a. Rctg Bns are encouraged to capitalize on newly formed partnerships by arranging for joint media releases, presentations of PaYS partner certificates, or other appropriate events. The Office of the PaYS PM will provide certificates for PaYS partners and forward them to BLTs for presentation.

b. Depending upon the size and influence of the partner company, joint signing ceremonies or joint publicity events may be scheduled during CG or DCG visits to the Rctg Bn area. To coordinate a PaYS event, during a general officer visit, notify the PaYS marketing analyst. The PaYS marketing analyst will coordinate with the Command Group and aide-de-camp to ensure the CG or DCG is properly briefed on the partnership. Onsite, formal signing ceremonies are normally done after the original MOA is signed by all. Copies of the MOA are used during the ceremony. Rctg Bns should plan ahead and allow time for the PaYS team to prepare copies of the MOA and send them via first class mail.

c. Rctg Bns are also encouraged to develop a strong relationship with PaYS partners in their Rctg Bn area. It is especially important to keep GCs informed about local partnerships in which the PaYS partner is interested in bringing local veterans home. It is also important for recruiters to know the points of contact for companies that are willing to conduct joint job fairs or joint high school visits.

Chapter 3 GC Procedures

3-1. GC process

a. Offer the PaYS Program to each eligible applicant. Eligible MOSs are subject to change based on the needs of the command. In ideal conditions all initial entry MOSs are eligible. The command may elect to limit eligible MOSs and it is essential that GCs remain current on published USAREC messages.

b. Follow the normal REQUEST reservation procedures. When an MOS is PaYS eligible, the GC can view related PaYS jobs via the PaYS Jobs tab. The default job search for RA is by Rctg Bn area; the default search for USAR is a 50-mile radius of a given ZIP Code. Other search methods include PaYS partner name or "all" to view jobs available nationwide.

c. The GC can review the job titles and corporations of up to 20 available jobs. The applicant can select one of the possible selections. The next step is to review the details of the job to ensure the applicant understands and can meet the job requirements and certifications by the time of employment. Some jobs require the employee to be age 21 at the time of employment. In a limited number of situations the applicant may be qualified in all aspects but will not reach the age of 21 before employment. This situation will occur more frequently when processing USAR applicants.

d. If the applicant does not like any of the available selections, the GC has the ability to search for additional jobs. GCs can also logon to www.armypays.com and search by location, MOS, or PaYS partner.

e. When the reservation process is complete, print the USAREC Form 1202. Ensure the applicant signs it. After the statement of understanding is signed, the GC must fax it to the PaYS PM at (502) 626-0972. The statement of understanding serves multiple purposes. It provides information about the future job description, point of contact, and actions the soldier must take to complete the PaYS agreement upon expiration term of service. It is also populated with job description information from the PaYS job database and is not a set number of pages. Finally, it serves as an official document, for both the Army and the PaYS partner, and clearly defines the terms of the PaYS agreement. The GC must ensure that the complete document is printed. The statement of understanding is critical to the PaYS process and it is essential that the GC complete it. Ensure copies are made for the PaYS soldier and the residual packet.

f. GCs should check the following to ensure all documentation is complete and sent to the appropriate location.

(1) Offer the PaYS Program to eligible applicants.

(2) Ensure RAGET or USARGET contains:

(a) Recruiting Test Program 2 Code: PA (applicant information).

(b) PaYS Position ID #: XXX-X (enlistment

category and reservation information).

(3) Complete and explain USAREC Form 1202 to each PaYS soldier (signed by the applicant and GC).

(4) Fax the completed USAREC Form 1202 to (502) 626-0972. (This is a critical document without which the partner company may not communicate with the PaYS soldier.)

(5) Retain the original USAREC Form 1202 in the packet that is forwarded with the PaYS soldier to the reception battalion. This form is also included in the PaYS soldier's official military personnel file.

(6) Make copies of the form and distribute as follows:

(a) Three copies for Military Entrance Processing Station breakdown.

(b) One copy for the applicant.

(c) One copy for the Rctg Bn residual packet.

3-2. PaYS team support to GCs

a. The Office of the PaYS PM is available to assist GCs with processing problems as well as system problems. The first step is to contact the PaYS Help Desk at (502) 626-1222. For problems associated with policy, partner information, or GC process the Help Desk will refer you to a marketing analyst. For system problems the Help Desk will either address the problem or put you in contact with the appropriate USAREC help agency.

b. A GC training tutorial is available online. GCs can access the tutorial by selecting the PaYS link under "Recruiting Programs" from the Recruiting Central Web site or by logging on to www.armypays.com.

c. Marketing analysts are also available to conduct onsite training for Rctg Bns and GCs upon request. Due to the limited number of marketing analysts Rctg Bns should request PaYS training during annual training or during other events where a large target audience is available.

Chapter 4 Recruiter Rules of Engagement

4-1. PaYS as a recruiting multiplier

Because of the association between the applicant qualification process and the PaYS job descriptions, the PaYS Program is often looked upon as a GC program. Recruiters, unless assigned to a point-of-sale company, tend to express the idea that PaYS is not a selling point. Expanding the program to include all initial entry MOSs will reduce this dilemma. Knowledge of the PaYS Program is an additional multiplier the recruiter can use to get an applicant to the floor.

4-2. Presenting PaYS to the applicant

a. The CG's intent is for recruiters to sell the PaYS concept. While recruiters cannot sell a specific job or MOS, they can sell the fact that the program exists and is available to a wide variety of MOSs.

b. Recruiters can also discuss the names of participating partners as long as they do not

promise employment with a specific company. In this regard it is important for recruiters to understand that the PaYS Program is not a guarantee of employment. The program establishes a relationship between the soldier and a participating company and affords the soldier priority employment consideration. Priority employment consideration may not sound like much. However, this consideration establishes a relationship between the soldier and senior human resource managers in the partner company. Priority consideration also allows the PaYS soldier to bypass several application screenings and move directly to an interview with the partner company. In some cases, the PaYS soldier is leaping past thousands of applications and resumes.

c. Recruiters can also sell the fact that America's major employers are looking for the qualities that an individual achieves through Army service. Some of the qualities include a strong work ethic, drug free, experienced, mature, disciplined, and motivated. Army veterans are the kind of employees sought by America's most prestigious employers.

Glossary

Section I Abbreviations

BLT

battalion leadership team

CG

Commanding General

DCG

Deputy Commanding General

GC

guidance counselor

ID

identification

IET

initial entry training

MOA

Memorandum of Agreement

MOS

military occupational specialty

PaYS

partnership for youth success

PM

program manager

RAGET

Regular Army get the record

Rctg Bn

recruiting battalion

REQUEST

Recruit Quota System

USAR

United States Army Reserve

USAREC

United States Army Recruiting Command

USARGET

US Army Reserve get the record

Section II

Terms

PA

Alphabetic code, in REQUEST, that identifies a soldier as a PaYS participant.

partnership for youth success partner or company

Company, corporation, or Government agency that has signed a PaYS MOA.

statement of understanding

A document signed by the applicant upon enlistment and outlines the details of the PaYS Program.